



Cross-Cultural Management in the Beauty Industry: Features of Managing International Teams and Client Service

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Abstract

The article explores the application of cross-cultural management principles in the beauty industry with a focus on managing international teams and adapting client service. The purpose of the work is to identify specific intercultural barriers and develop practical models to overcome them in the context of the globalizing beauty industry. Within the framework of the study, tasks are addressed to analyze Hofstede's cultural dimensions in relation to the operational activities of salons, to summarize successful strategies for integrating diverse teams, and to create a flexible service model. The practical significance of the research lies in the development of a structured approach to forming intercultural competence among personnel and client-oriented protocols that increase competitiveness in international markets.

Keywords: Cross-Cultural Management, Beauty Industry, International Teams, Client Service, Cultural Differences, Diversity Management, Intercultural Communication.

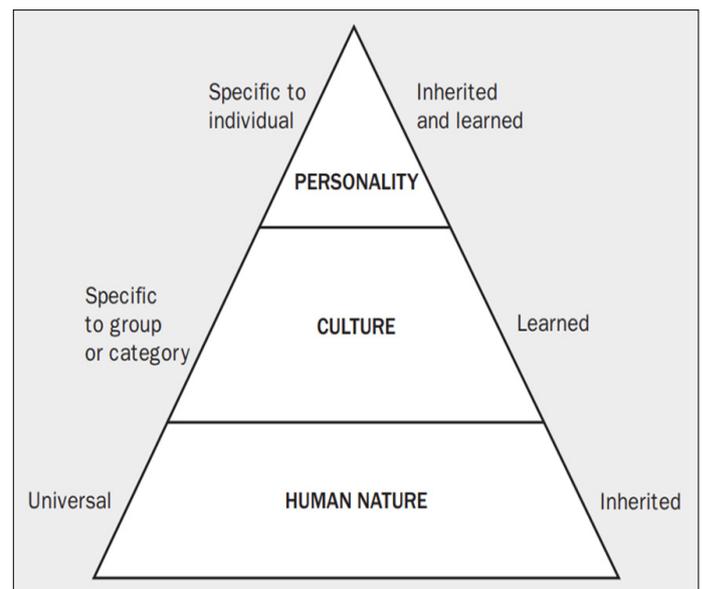
INTRODUCTION

The intensification of globalization processes in the beauty industry, manifested in the expansion of international networks, labor migration of specialists, and the formation of global service standards, actualizes the problems of effective cross-cultural interaction. Managing teams composed of representatives of different cultures and serving a multicultural clientele require overcoming significant differences in communication patterns, aesthetic perceptions, and professional ethics. Underestimation of the cultural factor leads to conflicts within the team, a decrease in service quality, and loss of clients. The purpose of this article is to analyze the features of cross-cultural management in the beauty industry and to propose scientifically grounded approaches to optimizing team management and client service in an international context.

THEORETICAL BASIS OF CULTURAL DIFFERENCES IN MANAGEMENT

The theoretical foundation for the analysis is the concept of cultural dimensions by G. Hofstede, which provides a systemic tool for comparing business cultures. For the beauty industry, the most relevant dimensions are power distance, individualism, uncertainty avoidance, and long-term orientation [1]. High power distance, characteristic of many Asian and Latin American cultures, manifests itself in

the hierarchical structure of the salon and the expectation of clear instructions from management. In cultures with low power distance, such as in Scandinavia, professionals expect greater autonomy and participation in decision-making. The individualism of Western societies contrasts with the collectivism of Eastern ones, which influences motivation systems and the organization of work. Understanding these differences forms the basis of effective cross-cultural management.



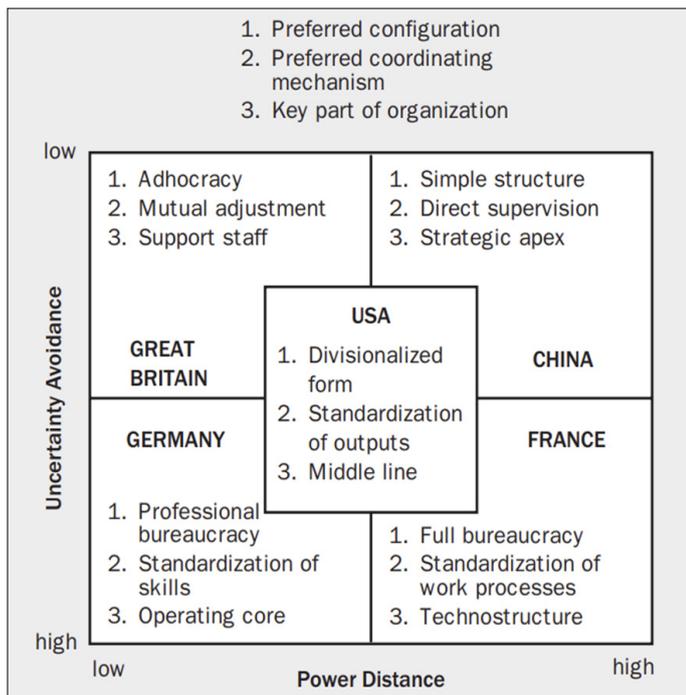
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FORMATION AND DEVELOPMENT OF INTERNATIONAL TEAMS

The creation of a productive international team in a salon or beauty network requires the implementation of a consistent integration strategy. The initial stage includes intercultural training aimed at recognizing one's own cultural attitudes and becoming familiar with the norms of colleagues. Research in the field of organizational behavior confirms that such training significantly reduces the level of interpersonal conflicts in multicultural teams [2].

The next step is the development of a hybrid corporate culture that integrates the best practices from different cultures while maintaining common brand standards. For example, the Japanese approach to continuous improvement can be combined with the Western European practice of regular open discussions.

An important aspect is the adaptation of the motivation system: in collectivist cultures, group bonuses and public recognition of the team's achievements are more effective, whereas in individualistic cultures, personal allowances and career advancement are more effective.



ADAPTATION OF CLIENT SERVICE TO CULTURAL STANDARDS

Cultural characteristics directly determine clients' expectations of service in the beauty industry. These expectations cover all stages of interaction—from communication to the aesthetic result.

• **Communication:** In high-context cultures, such as Japan or Arab countries, nonverbal signals, politeness, and indirect wording are of great importance. Direct criticism or categorical refusal is considered unacceptable. In low-context cultures, directness, clarity, and efficiency are valued.

• **Aesthetic preferences:** Beauty standards vary significantly. In South Korea, complex multi-step skincare and “natural” makeup are highly valued, while in Brazil bright, expressive looks are popular. A professional must be not only a technical performer but also a cultural consultant.

• **Sales procedure:** Aggressive upselling may be effective in some cultures and perceived as intrusive in others. In North America, the client expects active offers, whereas in Northern Europe preference is given to independent decision-making.

Comparative studies of consumer behavior in the beauty industry demonstrate a clear relationship between client satisfaction and the consideration of cultural specifics in service [3].

TOOLS AND METRICS FOR EVALUATING EFFECTIVENESS

The successful implementation of cross-cultural management requires a system of objective metrics. These include regular measurement of the client satisfaction index (NPS) with segmentation by country, analysis of reviews on multilingual platforms, and monitoring staff turnover among foreign specialists. Qualitative methods, such as focus groups with multicultural clients and in-depth interviews with employees, help identify latent problems.

An effective tool is the creation of an internal knowledge base that records the specifics of working with clients and colleagues from different countries, as well as cases of successful resolution of cross-cultural conflicts. Such an approach transforms cultural diversity from a problem into a strategic asset of the company [4].

To objectively assess the depth of integration of cross-cultural principles into operational activities, it is advisable to introduce a specialized intercultural maturity index. This index can be calculated based on regular anonymous employee surveys assessing parameters such as the level of psychological safety within a multicultural team and the effectiveness of internal communications.

From the perspective of client service, a relevant indicator is the cross-cultural loyalty coefficient, calculated as the difference in NPS between local and international clients. A reduction of this gap indicates successful adaptation of the service model.

An additional tool is a customer journey audit, which identifies critical points where cultural differences most significantly influence the consumer experience—for example during the consultation stage, price discussions, or the process of making adjustments to a service.

Systematic collection and analysis of such data make it possible to move from reactive resolution of intercultural incidents to proactive design of an inclusive service environment. In the long term, this creates reputational capital and a sustainable competitive advantage in a globalizing market.

The conducted analysis allows us to state that cross-cultural management is not an additional option but a necessary element of management strategy for modern players in the beauty industry operating in an international environment. Effective management of multinational teams requires managers to have a deep understanding of cultural dimensions and to implement targeted policies for the integration and motivation of diverse personnel.

At the same time, client service standards must possess sufficient flexibility to adapt to local aesthetic preferences, communication patterns, and behavioral expectations. The proposed models and tools provide a practical foundation for building sustainable competitive advantages based on competent management of cultural diversity.

Further research may focus on studying the influence of cultural factors on the perception of innovative beauty

technologies and on developing digital solutions for personalizing the multicultural client experience.

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